



MPD RECRUITING AND RETENTION UPDATE FY19 Q2

*Alex Smith, Chief HR Officer
October 2018*

MPD recruiting and retention strategic plan

Executive summary

Our strategic plan for recruiting and retaining MPD is centered on best practices.

Our #1 goal is to increase **MPD complement to 2,300 by 2020.**

In order to do this we have the following plan:

- 1. Evolve City of Memphis culture:** build a culture focused on collaboration, innovation, accountability, and service
- 2. Enhance police recruiting efforts:** add 200 new officers per year
- 3. Enhance force multiplier recruiting efforts:** maintain complement of 100 PSTs
- 4. Lower sworn officer turnover to 2013 levels:** 115 sworn officers per year

MPD Recruiting and Retention – Goal Progress

Goal	Progress
Enhance police recruiting efforts	<ul style="list-style-type: none">• In 2014 and 2015 MPD had zero hiring• Since January 2016:<ul style="list-style-type: none">• we have hired 423 PIs• we have graduated 235 PIs• 2019 and Beyond<ul style="list-style-type: none">• Plan to hire 300 PIs per year
Enhance force multiplier recruiting	<ul style="list-style-type: none">• Currently have 111 PSTs• Continue to invest in PST and Blue Path programs
Lower sworn officer turnover	<ul style="list-style-type: none">• YTD sworn attrition 105 officers• Since 2015 sworn attrition has dropped 25%

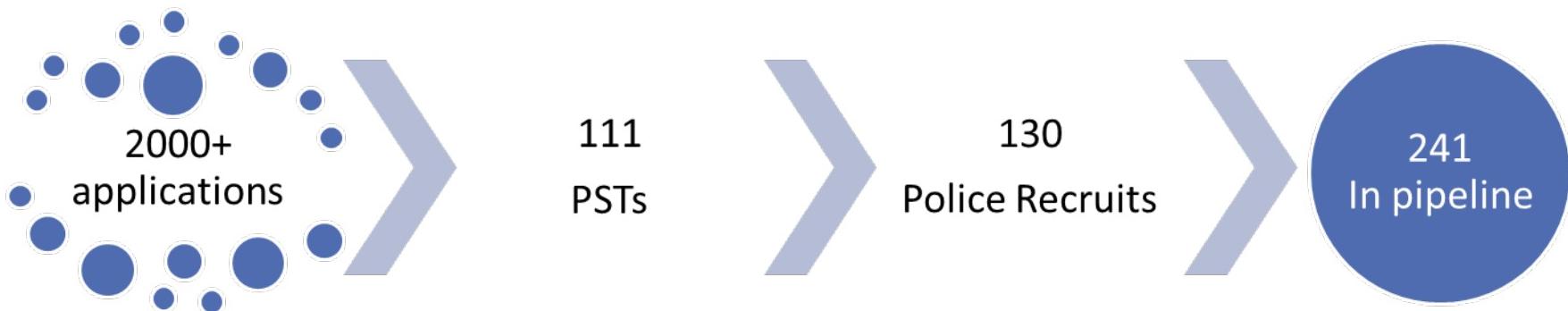
MPD Class Information

PR Class	Total Hired	Total Graduated	Academy Attrition
123	110	85	25%
124	100	84	15%
125	73	66	6%
126	44	38 (approx) (graduate 12/06)	14% (approx.)
127	96	TBD	TBD
Totals	423	273	15% (avg)

MPD Current Compliment

(as of Oct 15, 2018)

Role	YTD Number of Employees	Target Number of Employees (12/18)
Commissioned Officers <i>(includes PII Prob)</i>	2003	2006
MPD 2018-2019 Talent Pipeline		



and Solutions

Recruiting Challenges	Solutions
Candidate interest	<ul style="list-style-type: none">• National Recruitment Marketing Firm• Jobs4Police.com partnership – in progress• National Fraternal Order of Police• Continue to promote Best in Blue commercial on Pandora, TV, Radio, Google, YouTube, and Social Media• Delayed entry program• Soldier for Life partnership – in progress• Continue local recruitment initiatives
Candidate physical fitness	<ul style="list-style-type: none">• Detailed review of expectations• Conditioning camp
Background Challenges	Solutions
Background completion	<ul style="list-style-type: none">• Clear RACI• Increased number of investigators• Routing civilian backgrounds to TBI• Guardian background investigation tool

MPD Attrition *(as of Oct 15)*

	Police Services									
	Commissioned			Non-Commissioned			All Employees			
	Retirement	Resignation	Total	Retirement	Resignation	Total	Retirement	Resignation	Total	
2012	43	31	83	10	25	55	53	56	138	
2013	45	57	115	6	17	40	51	74	155	
2014	77	83	168	17	23	52	94	106	220	
2015	71	111	182	5	18	23	83	121	227	
2016	72	68	140	10	35	45	81	103	185	
2017	70	65	135	6	37	43	76	102	178	
YTD 2018	58	47	105	3	24	27	61	71	132	

MPD Retention Bonus Update

- **2017:** 624/703 (89% take rate)
 - 26 terminations
 - 1 ADAAA
 - 17 Resignations
 - 8 Retirements
- **2018:** 13/30 (43% take rate) (work-in-progress)
- **Next Payout November 2018**
 - 598 (598/624 – 96% Retention Rate)
 - Pay out (\$802,200)
 - 84 Silver ($\$1,200 = \$100,800$)
 - 348 Gold ($\$1,300 = \$452,400$)
 - 166 Platinum ($\$1,500 = \$249,000$)

FD Police Retention Challenges and Solutions

Retention Challenges	Solutions
Career advancement	<ul style="list-style-type: none">Promotions for 4 ranks this year<ul style="list-style-type: none">Promoted 42 to rank of SergeantPromoted 32 to rank of LieutenantPromotions for Lieutenant Colonel and Major forthcomingIACP training<ul style="list-style-type: none">Completed one training class of 36 in August 2018. Next class of 36 will be in October 2018
Compensation and benefits	<ul style="list-style-type: none">Communication - Total rewards marketingSick leave bank\$0 mental health copay for 10 visitsFlat premiums
Operational efficiencies/culture	<ul style="list-style-type: none">IACP workforce report (waiting)Engagement action plan

Next Steps

- **Lateral and Fast Track Revamp**
 - Working with national marketing firm to develop plan
- **Recruiting Push**
 - Talent profiles
 - Background tool
- **Retention**
 - Officer physical and mental wellness initiatives
 - Building a Metro Peer Support network
 - Developing a Mental Health Resource App
 - Planning a Suicide Prevention Campaign
 - Expanding Resiliency Building Programming

MPD Class Start Dates

Class	Start Date
59th PST	January 19, 2019
PR128	January 19, 2019
PR129	April 1, 2019
60thPST (Blue Path)	June 24, 2019
PR130	June 24, 2019
PR131	September 30, 2019
PR132	December 16, 2019

Q & A

Thank you!

alex.smith@memphistn.gov